



**2023-2026**

**SCC Public Health Strategic Plan**

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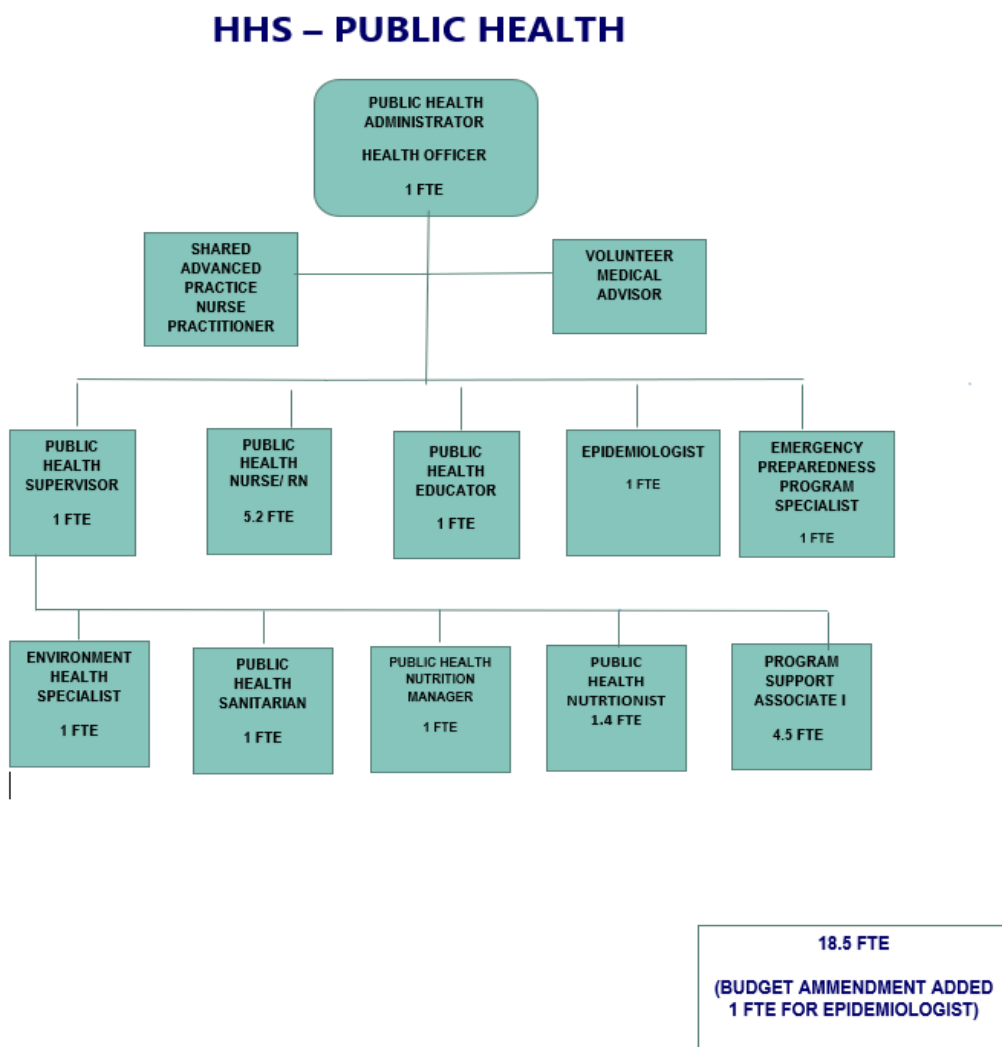
Community Partnerships

# Purpose:

The St. Croix Public Health Officer wanted to ensure through this process that:

- The department makes an effective and efficient reboot post-Covid.
- The department continues to support its staff in the transition to post-Covid era.
- The department engages its stakeholders and department in this planning process.
- The department makes an intentional and strategic effort to align its efforts with the appropriate channels and guidance.

## Organizational Structure



# Organizational History

The St. Croix County Board of Supervisors authorized the St. Croix County Public Health Nursing Service on December 1, 1936. This was in response to a statewide tuberculosis crisis. The office was established in the one room County Superintendent of Schools building in Hammond, later to be known as the Red Brick building with one nurse and with the goal of preserving and improving the health of the citizens of St. Croix County. In 1966, the County Board approved a Home Nursing Care program. A new Public Health building was built in 1978-1979. The building was dedicated to Dr. C.A. Olson in recognition of his many years of service to Public Health Nursing. In 1980, the Women, Infants, Children (WIC), a supplemental food and nutrition education program, was established. The Family Planning Program started with Wisconsin Division of Health grant funds in 1982. In 1986, the St. Croix County Board of Supervisors voted to merge the Unified Board, Social Services Department and Public Health Nursing Service into the St. Croix County Department of Human Services. Public Health and Home Care Nursing services were separated in 1989. In 1994, the St. Croix County Board of Supervisors passed a resolution changing the name of the Department of Human Services to the Department of Health and Human Services (DHHS). In 2014, all of St. Croix County Health and Human Services moved into a newly remodeled building named the St. Croix County Services Center.

Although their mission, vision and values have been updated, St. Croix County DHHS - Public Health continues to strive for the common goal that was identified in 1936 of preserving and improving the health of our county citizens.

## Services/Programs

St. Croix County DHHS – Public Health is a Level III health department under Wisconsin Administrative Rule DHS 140, and is nationally accredited by the Public Health Accreditation Board (PHAB).

The Public Health Department provides for all five basic public health services to the community as outlined in Wisconsin State Statute:

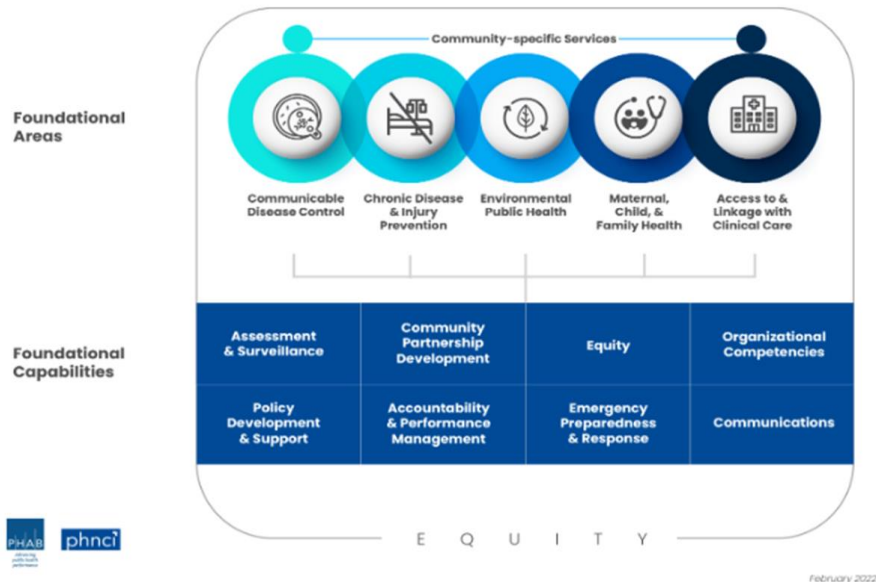
- Generalized public health nursing program
- Communicable disease surveillance, prevention, and control
- Health promotion
- Disease prevention
- Human health hazard prevention and control

Public Health programs include Maternal-Child Health Care, Healthy Beginnings + (Prenatal Care Coordination), Reproductive Health, WIC, Communicable Disease Control, Licensing and Inspections, Environmental Health, Injury Prevention, Community Health, Community Collaborations and Coalitions, and Preparedness Planning. The department now employs 22 staff.

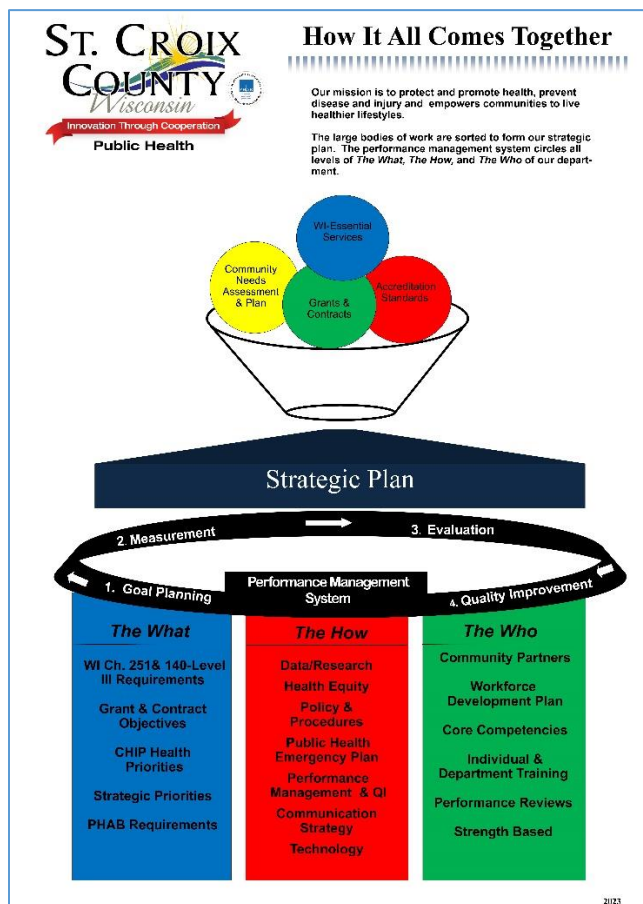
A model that describes our services and program is the Foundational Public Health Services. This model consists of both foundational areas and foundational capabilities.

# Figure 1: Foundational Public Health Services Model

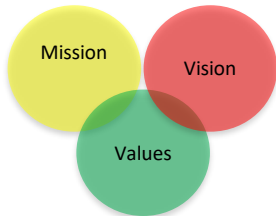
## Foundational Public Health Services



# Figure 2: How it Comes Together



# Mission/Vision/Values



## Mission Statement

St. Croix County Public Health protects and promotes health, prevents disease and injury and empowers communities to live healthier lifestyles.

## Vision Statement

Healthy People Creating Healthy Communities

## Values

### Sensitivity

Public health staff honors the diversity of the entire community. We strive to provide effective, appropriate and accessible public health services for the benefit of individuals, families and communities.

### Collaboration

Public health staff utilizes teamwork with internal and external partners to meet the needs of the community and achieve common health goals.

### Integrity

Public health staff interact with others with dedication, respect, and honesty.

### Caring, Competent Staff

Public health staff is committed to professional competency through quality continuing education with application to client and community needs

# Strategic Planning Process

St. Croix County Public Health (SCCPH) explored a partnership with UW-Madison, Division of Extension (UWEXT) to facilitate their strategic planning process beginning in March 2022. Initial conversations led to the following outline of activities and deliverables:

1. August-September 2022 - Stakeholders' Engagement Prioritization Survey sent to 300 plus community partners including Health and Human Services Board members.
2. October-December 2022 - SCCPH Workshop Series: Staff Engagement
3. December 2022 - Draft Strategic Plan: Presentation and Review
4. January 2023 - Strategic Plan Finalized:
5. February 2023-ongoing - Action Planning with Continual Monitoring of the Plan

# Public Health Strategic Planning Sessions

In August-September 2022, SCCPH officials began their strategic planning process by deploying a stakeholder's engagement prioritization survey. SCCPH generated potential strategic initiatives that aligned with the St. Croix County 2022-2025 Strategic Plan and 2023-2025 Healthier Together Community Health Improvement Plan, Public Health Accreditation Board (PHAB) standards, and Public Health National Center for Innovations (PHNCI) guidance. The survey was sent to SCCPH's partner agencies to gain input about which strategic initiatives should be of focus. The results revealed the following ranking of these 5 priority areas:

1. Address the factors of health and health equity for all at both a population health level as well as by providing foundational public health services.
2. Anticipate, prevent, and mitigate health threats in the community.
3. Improve and innovate public health functions through ongoing evaluation, research, performance management and quality improvement.
4. Communicate and educate effectively to inform stakeholders regarding health, the factors that influence it, and how to improve it.
5. Build and support a sustainable, diverse, and strengths-based Public Health workforce.

With these results, UWEXT began a workshop series that incorporated SCCPH staff in the strategic planning process. Staff engagement was collected in a two-part process that focused first on what is currently being done as well as what should be done. Through their discussion, staff were able to name this categorical list:

- Bring partners together
- Provide services to the community
- Health equity
- Population threats
- Assess gaps in the community
- Program improvement, development and support
- Educate the community
- Collaborations
- Team development
- Talent development

Further, the group provided an exhaustive, but not all-inclusive list, of activities that they envisioned fulfilling the above categorical list. That activity list has been compiled, documented and provided to SCCPH for future reference. Staff provided additional insight on prioritizing the department's efforts. Finally, as a result of the rich and robust conversations, staff were also asked to provide suggested goals that aligned to the five priority areas. UWEXT assisted in organizing and crafting SMART goals out of the input provided. After a final review, SCCPH officials assessed any gaps areas and finalized the plan as shown below, including Priorities and Goals. These five priorities and the activities to progressively achieve them will be tracked, monitored, and evaluated in the Performance Management Database.

# Strategic Priorities & Goals 2023 - 2026

**Priority 1: Address the factors of health and health equity for all at both a population health level as well as by providing foundational public health services.**

**Goals:**

- a. By 2026, SCCPH will research and determine the viability of establishing a community advisory committee or coalition that is made up of 3 to 12 community members that experience health disparities who could begin meeting to inform Public Health programs and policies.
- b. By 2026, SCCPH will explore, generate and incorporate new health equity practices into its programming or direct services. By 2026, SCCPH will have effectively implemented these health equity initiatives in at least 2-3 programs or direct services.
- c. By 2026, SCCPH will evaluate current partnerships in order to grow or nurture more diverse collaborative efforts that better achieve public health goals. SCCPH will assess these relationships in accordance with partners that agree or disagree in the effectiveness or completion of shared outcomes.

**Priority 2: Anticipate, prevent, and mitigate health threats in the community.**

**Goals:**

- a. By 2026, SCCPH will research and implement one data-informed program or project that builds environmental resilience in our county based on, but not limited to: flooding, heat, and/or changes in vector-borne diseases.
- b. By 2026, SCCPH will research and implement 1-2 evidence-informed strategies to improve preventative practices for St. Croix County stakeholders or community members.
- c. SCCPH will continue membership with the Western Wisconsin Public Health Readiness Consortia through the 2026 plan. The consortia's mission is to develop local capacity to effectively respond to all types of health emergencies, including bioterrorism, infectious disease outbreaks, and natural disasters. We do this through networking, coordinating, standardizing, and centralizing our resources and planning efforts.

**Priority 3: Improve and innovate Public Health functions through ongoing evaluation, research, performance management, and quality improvement.**

**Goals:**

- a. By 2026, SCCPH, utilizing customer surveys and program evaluation, will assess and implement quality improvement as appropriate in 1-2 programs or service areas.
- b. By 2026, SCCPH will research and implement a system of collecting data from our Public Health programs that strategically is evaluated to inform community interventions, changes in policy/programs, and that data is shared with partners.
- c. By 2026, SCCPH will research and effectively apply for at least 1-2 grant opportunities, in alignment with the 2023-2026 Strategic Plan, that either better support current programming or grow future initiatives.

**Priority 4: Communicate and educate effectively to inform stakeholders regarding health, the factors that influence it, and how to improve it.**



**Goals:**

- a. *By 2026, SCCPH will develop St. Croix County-Public Health branded resources that can be used with/by stakeholders and the public to inform others of the factors that impact health. The goal is to increase the understanding that we should look beyond healthy behaviors and clinical care and consider root causes of health outcomes such as social/economic factors and physical environment when making decisions in our lives and in the community.*
- b. *By 2026, align SCCPH staff with coalitions and community partnerships based on their strengths, skills, capacity, interests.*
- c. *By 2026, SCCPH will develop a communication strategy meeting PHAB standards and update the current communication plan.*

**Priority 5: *Build and support a sustainable, diverse, and strengths-based Public Health workforce.***

**Goals:**

- a. *By 2026, SCCPH will identify the next steps that our department can take to improve diversity and recruitment practices in hiring Public Health staff.*
- b. *By 2026, SCCPH will incorporate more team building activities such as, but not limited to: staff development days, team gatherings, book reviews, generating a coaching tool/evaluation system incorporating strengths, and community volunteer days.*
- c. *By 2026, SCCPH will name a sustainable staffing plan that is in alignment with 2023-2026 strategic plan.*